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ABSTRACT

This report on the White House Conference on Families (WHCF) was prepared by the J.C. Penney Company for corporate leaders. Background information on the WHCF, issues related to families and work, a depiction of the changing work force, and policy recommendations are included in the report. Recommendations focus on flextime, flexible leave policies, permanent part-time work, child care, job transfers, relocation policies, and employee assistance programs. (Author/RH)

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Work and Families

A report to
Corporate Leaders
on the White House
Conference
on Families

Prepared by the J.C.Penney
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Department for the White
House Conference
on Families

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The White House Conference on Families

In January of 1978, President Jimmy Carter called for the formation of a White House Conference on Families.

> "...to examine the strengths of American families, the difficulties they face, and the ways in which family life is affected by public policies. The Conference will examine the important effects that the world of work, the mass media, the court system, private institutions and other major facets of our society have on American families."

It was a momentous proposal and a monumental task. The job of compiling the information generated by the White House Conference on Families over the past year has only recently been completed. But it is not too early to begin to appreciate the impact these findings could have upon the policies of government, business, labor and industry.

From the beginning, a major objective of the Conference was to reach out and include as many Americans as possible. To this end, the White House Conference conducted seven hearings throughout the United States and heard testimony from more than 2000 witnesses. Forty-eight states and all the territories had official state activities, including conferences, hearings and forums; the Conference contacted numerous national organizations and their local chapters; and sponsored a National Research Forum in Washington, D.C. for leading scholars and family studies experts. To ensure that participation would be as broad-based as possible, the Conference also commissioned a national Gallup Poll on the subject of "American Families—1980". And finally, it held three conferences in Baltimore, Minneapolis and Los Angeles, at which 2000 delegates adopted recommendations on family-oriented issues.

In all, more than 125,000 people participated in Conference activities and another 1,600 Americans were questioned for inclusion in the Gallup Survey. The result was several hundred hours of testimony and debate and more than 10,000 pages of recorded information.

From the beginning, Conference leaders recognized the importance of having the business community participate in their activities. A Business Task Force was formed under the leadership of WHCF National Advisory Committee Deputy Chairperson Donald V. Seibert, Chief Executive Officer of the J.C.Penney Company, Inc. Some 30 major corporations were involved, with the objective of stimulating and coordinating involvement from the business community, serving a forum for the discussion of workplace issues, and employing its own expertise in helping companies implement the final recommendations of the Conference delegates.

Business leaders testified at several of the Conference hearings; corporations lent their support to activities on the state level, and a number of businessmen were delegates to the White House Conferences. Several corporations made financial contributions in support of Conference activities, and others loaned personnel to supplement the Conference staff.

Conference participants represented all races, philosophies, geographic locations, economic levels, religious persuasions and business viewpoints. Overwhelmingly, the majority of delegates expressed their belief that the family is the most important stabilizing force in an increasingly complex society, while at the same time they acknowledged that the family is under tremendous pressure. The Gallup Survey verified this attitude. It reported to the Conference that 91% of the people it had questioned said they would welcome more emphasis on "traditional family ties" in the coming years.

The areas of concern explored at the Conference were varied. Partici-

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pants discussed the impact of government and business policies on family life, economic pressures, problems of aging, housing, medical care and health costs, unemployment, discrimination, child care, education, child abuse, family planning, divorce, alcoholism, media impact, TV programming, drug abuse, taxes, care for the handicapped, adoption, foster care and social programs. The Conference participants talked about changing lifestyles and their effect on traditional value. They debated the need to examine well-meaning policies that inadvertently act to divide a family, or create the stresses that too often destroy them.

Families and Work: A Conference Issue

Of major interest and concern to the business community is the fact that Conference participants agreed on issues that related to the workplace.

More than 92% of the delegates at all three conferences recommended that business initiate family-oriented personnel policies—making this recommendation the #1 issue of the conference. The following proposal was introduced and approved at the three conferences with similar wording:

> "Business, labor and government should encourage and implement employment opportunities and personnel policies that enable persons to hold jobs while maintaining a strong family life. Family-oriented personnel policies can result in reduced absenteeism, greater productivity and decreased stress. Toward such desirable ends, there is need for creative development of such work arrangements as flextime, flexible leave policies for both sexes, job sharing programs, dependent care options and part-time jobs with pro-rated pay and benefits. Additionally, employers should recognize the possible adverse effects of relocation on families so that they may provide support and options."

This proposal was approved by 96% of the delegates at the Baltimore session, 91% of the delegates at the Minneapolis session and 90% of the delegates at Los Angeles session.

In addition, similar proposals were made at many of the 48 state family conferences that led up to the three White House Conferences.

- 26 states made recommendations in support of flextime policies.
- 16 states made recommendations encouraging part-time employment.
- 18 states made recommendations in support of job sharing efforts.
- 10 states made recommendations encouraging employers to provide or subsidize child care services and an additional 17 states made proposals regarding business and child care.
- 13 states made recommendations about leave policies.
- 5 states made recommendations about transfer policies.

The Gallup Survey also showed broad support for workplace-related issues and highlighted the importance of work to American families. The majority of participants expressed a favorable view of business and their jobs. When asked to rate business and industry as a favorable or unfavorable factor on family life, 72% of the respondents called business and industry favorable forces. Twenty-eight percent saw them as generally unfavorable and six percent could not say.

Ten percent of those in the Gallup Survey listed "conflict between job and family responsibilites" as one of the three most important problems facing their families today.

Respondents were asked "In your opinion, which THREE of the items listed would be most helpful in enabling families to cope with the conflicting demands of work and family responsiblities?"

- 54% chose more flexible working hours.
- 37% chose sick leave for an employee if a family member is ill.
- 31% chose a four-day work week.
- 28% chose child-care facilities at place of employment.
- 21% chose no mandatory overtime.
- 19% chose part-time employment.
- another 19% chose less frequent job transfers.
- 18% chose family counseling at place of employment.
- 12% chose spouses sharing the same job.
- 9% chose more liberal maternity leave policies.

This overwhelming and broad-based agreement by the majority of participants on bread-and-butter issues affecting family life is one of the most significant findings of the White House Conference on Families. The controversy and demands headlined in the media on such subjects as abortion and ERA too often overshadowed the Conference's discussions on more basic issues. But in the final analysis, the 10 top recommendations of the delegates all centered on such basic issues as work policies, changes in

tax laws, preventing alcohol and drug abuse, assistance to families with handicapped members and home care for the elderly. Recommendations involving these issues obtained the approval of 88% to 93% of the delegates.

In light of these findings, it should be clear to business, labor and industrial leaders that what companies and unions choose to do in regard to the conference recommendations will have a profound effect on the morale, efficiency and job satisfaction of the American work force. If the White House Conference achieved any one thing, it was to underscore the importance of work in people's lives.

The Changing Work Force

The Conference results highlight what a 1979 Trend Analysis Report by the American Council of Life Insurance called the attitudes of the "new worker." According to the report, the "new worker" has different expectations and goals in life from their forefathers. They place higher demands on the workplace, including greater benefits, higher pay, flexible work hours *and* heightened levels of satisfaction and personal fulfillment with their job.

The results of the Conference's Gallup Survey on "American Families—1980" emphasized these attitudes. Eighty-seven per cent of the respondents who were employed said they were satisfied with their jobs. Forty-three per cent said they were either motivated or partly motivated, by the personal satisfaction they receive from their jobs.

However, even though the findings and recommendations of the Conference and the Gallup Survey pinpoint the workplace as a major source of worker satisfaction, the recommendations of the delegates reveal the need for changes in some personnel policies. Conference participants pointed out that some company policies are based on outdated, concepts of their workers, their needs and their interests. Accordingly, many personnel practices are designed to satisfy only those workers who fit the traditional picture of American families as consisting of a bread-earning father, a home-making mother, and two children. But a recent U.S. Department of Labor surver revealed that only 10% of all American families today fit that description. The American workplace today is more likely to consist of the two-paycheck family or the single-parent household. Business, labor, and industry have been slow to acknowledge what the Urban Institute calls "The Subtle Revolution"—the addition of millions of women to the workplace, including mothers with pre-school and school-age children.

In 1900, only five million American women were employed, and most of these were teenagers and single. Today, more than 38 million women are employed and 14% of them, almost 5½ million, have children under the age of six. The number of women working today already outnumbers women who stay at home. By 1980, it's estimated that 52 million women will be in the workforce and eight and a half million of them will have children under seven years old.

According to these estimates, in less than 10 years, two-thirds of all married women under 55 will be employed and the traditional image of a mother as a woman who stays home to look after her children will apply to only one-quarter of the estimated 44.4 million married mothers.

The Conference's Gallup Survey results emphasize this trend and the reasons for it. The need to supplement family income was given as a major reason for women taking jobs. But personal satisfaction was also a major factor. Forty-one per cent of all the women surveyed said their concept of the ideal life was to be married, with children, and hold a part-time job. Thirty-three per cent said they would like to be married, have children, and hold a full-time job.

The ramifications of this "Subtle Revolution" are evident in the recommendations that headed the list of the White House Conference delegates: flex-time, child care, expanded maternity and paternity leave, job sharing, flexible leave policies, revision of tax codes affecting married couples and two-paycheck households, permanent part-time employment and family counseling programs in the workplace. The emphasis on these issues is caused by the influx of working mothers.

It should be noted, however, that these issues also reflect the concern of many men, whose attitudes towards work and family life are also undergoing significant changes. Even companies that employ few, if any, women will come under pressure to initiate family-oriented personnel policies on behalf of their male workers. For it is increasingly likely today that these men are married to working women and such issues as flextime, child care, paternity leave, and permanent part-time leave apply equally to their family needs and responsibilities. At a time when two-paycheck families are becoming more the norm than the exception, the working mother most often turns to her husband for relief at those times when she cannot single-handledly satisfy her children's and family's demands.

Lastly, it can be said that even single workers and so-called traditional families find such options as flextime, permanent part-time employment, and flexible leave policies appealing innovations in their lives.

The Conference deliberations clearly showed that these two major historical streams—the "new worker" and the "Subtle Revolution"—have now had an effect on all kinds of

American families and what they demand of their major institutions. The Conference represents the first major grass-roots effort that has related these concerns—among others—to their impact on the family unit and recommended specific changes in the workplace to accommodate them.

Policies for the Eighties

As the 1980's begin, many companies have begun to respond to the changing needs of their employees. Flextime, part-time employment, child care, employee assistance programs, and flexible leave policies are all being instituted. Very few companies, however, have done a comprehensive review of their entire range of personnel policies, in light of the needs of their employees and the current and projected demographic change of their workforce. Such a review is not just good corporate "social policy." It is justified, in fact, by the needs of companies to remain competitive in the marketplace and to maximize their workers' productivity.

1. Flextime

One of the most interesting facts to emerge from the Conference is the realization of the growing importance of available time. Changing life styles and values make time so precious it will increasingly be used as a worker benefit in place of financial incentive. For the "new worker" time is, indeed, money.

Flextime was one of the key workplace policies that the majority of delegates to the Conference supported. And flextime programs are perhaps the most dramatic area where business can improve worker morale and efficiency without encountering substantial financial costs.

The idea of flexible hours originated in Germany in the mid 1950's and has been put into operation on a large scale throughout Europe, Japan, and Canada. Today more than 2,000 firms employing a million workers have flextime in Germany, including 350 manufacturing companies, and in Great Britain eighty companies and 500,000 civil servants are on flexible hours.

Flextime was introduced into the United States in 1965 and has spread gradually since then. In 1977, it was estimated that 12.8% of all nongovernment organizations with 50 or more employees were using flextime, covering approximately 5.8% of all employers, or 2.5-3.5 million workers. The extent of flextime in U.S. industries is as follows:

19.3% of finance and industry
17.1% of transportation, commerce and utilities
14.4% of wholesale and retail
14.4% of service
10.3% of manufacturing

The trend of flextime will continue with the growth of two-paycheck families, working mothers, employees who want to work beyond mandatory retirement age, increased competition for promotion from the "baby boom" generation, the evolution of a highly educated population, a shrinking job market, and a desire to reduce traffic congestion.

There are different types of flextime. The three most common are:

- workers can arrive and depart anytime within a set time period at the beginning and end of the working day. All company employees are present during the remaining "core" hours.

- Employees work a certain number of hours a week, during whatever hours they decide.

- "Task Contracting," in which employees are hired to achieve a certain goal, no matter whatever or how many hours they work.

A 1979 survey of companies with flextime programs determined that, with no appreciable cost to management, allowing workers to adapt their work schedules to better accommodate personal and family needs resulted in increased morale, a greater sense of responsibility, lessened stress and reduced employee turnover. It is virtually impossible to find reports of any decreased productivity resulting from the adoption of flextime, and the experiences of companies who

have used flextime indicate that the advantages generally outweight the disadvantages.

2. Flexible Leave Policies

One of the least costly, yet most meaningful innovations relating to personnel policies is that of flexible leave. Time off to deal with "life issues" that are not related to specific job responsibilities is a phenomena with which some companies are already dealing. The interest in "flexible leave" policies comes from both the two earner families who are trying to accommodate personal and family needs within the normal working day, and from the employees who want more from their job than the wages and satisfaction they are currently receiving.

When asked which three items would be most helpful in enabling families to cope with the conflicting demands of work and family responsibilities, 37% of the respondents to the WHCF Gallup Survey chose "sick leave for an employee if a family member is ill."

The ability to use sick leave for a family member need not increase the total number of sick days allotted to each employee, but simply acknowledges that many families no longer have anyone at home or extended family nearby to care for sick family members. Employees who must attend their children's school conferences, care for a sick family member, or take care of other pressing family business during normal working hours will be far more productive if there is a recognized mechanism by which they can take time off. The details of such plans may vary from company to company, what they share is the recognition that the capacity of today's workers to meet their family responsibilities is often different than it was ten and twenty years ago.

Another leave policy in need of review is that of maternity leave. Nine percent of the survey's respondents and 13% of the respondents between 18-34 years chose more liberal maternity leave policies. Not only is the availability of maternity leave an issue, but its length of time, impact on job status, and extention to fathers (paternity leaves) also are in need of review.

Flexible leave policies are also being proposed for education, travel, personal growth, community or political action, or simply to relax and get away from it all. Teachers already enjoy sabbaticals, and other professional groups are experimenting with them.

IBM, and Xerox have social service leave programs which enable workers to spend time in community and civic activities. TRW, Inc., grants six to 12 months leave to "up and coming" executives to work for the federal government. The Tennent Company gives its 60-year-old workers up to three months a year of unpaid leave until they retire, to enable them to explore new lifestyles before actually deciding on their retirement.

A number of companies grant educational leaves to employees who want to advance their skills or improve their job satisfaction and promotability. Wells Fargo & Company has a unique program that allows employees who have been with the company at least 15 years to take a three-month paid leave of absence to pursue goals of an entirely personal nature.

3. Permanent Part Time Work

Part time employment is not new to the corporate community. Businesses have traditionally used part time workers to fulfill seasonal demands or to accomplish other short term tasks which require less than full time personnel. In recent years, however, increasing attention has been paid to the use of permanent part time personnel—employees who are an integral part of the business organization and who often receive benefits commensurate with their work load.

The growing interest in permanent part time employment has resulted in large part from the desire of many people who have not previously been in the work force to be employed on less than a full time basis. For many women part time employment enables them to meet their family responsibilities while at the same time adding to their family's income. For retirees who feel the bite of inflation, the opportunity for part time employment may make the difference between a life of dignity and one of dependency. According to the World of Work Report the percentage of part time workers in the total work force will continue to increase because approximately 20% of all unemployed are now looking for part time employment, compared to 5% in 1950.

It's estimated that the use of permanent part time workers will increase at a rate of 5% a year, as the service sector of the economy continues to expand, as the business community encounters shortages in specific job skills, as the need for a second-income or the desire for more leisure time grows, and as unions see part time workers as an opportunity to expand their membership.

To an increasing extent, companies are offering their part time employees benefits similar to those available to their full time employees. In 1972 most permanent part time employees only received vacation time. Today many companies also offer sick leave, life insurance, health insurance, pensions and to a lesser extent, profit sharing.

Connecticut General and Xerox both utilize permanent part time employees in clerical positions. Control Data and Mass. Mutual Life Insurance Company utilize high

school students and working mothers in less than full time job slots. Equitable has extended its permanent part time work to persons at all levels, subject to supervisory approval.

Job sharing is another alternative work pattern that has been experimented with by people interested in less than full time positions. Although there is very little data on the extent to which job sharing is currently being practiced, there is a great deal of interest in the concept and it will undoubtedly generate research in the next few years.

4. Child Care

As the number of women in the work force and the number of single parent households have increased, the demands for quality child care services have become more pressing and more public. In FY 1977 the Federal government spent more than two billion dollars for a variety of child care services, almost exclusively directed at low income families. Child care remains, however, essentially a state and local concern especially for those families whose incomes are above the poverty level.

The involvement of the corporate sector in child care has been gradual over the last two decades. A 1977 survey identified 105 employer sponsored centers located in government agencies (14), hospitals (75), industries (9) and labor unions (7). In addition 200 child care centers were located at military installations. Child care centers opened by industries during the late 1960's and 1970's tended to be on-site programs and by 1975 a number of these centers had closed.

By the close of the decade, however, interest in industry-sponsored child care was again burgeoning, with the recognition that the on-site child care model that predominated in the previous decade was but one of several ways that the corporate sector could support child care services for their employees. The continuing growth in the female labor force through the end of the decade and the consequent rise in dual-earner families point to the continued need for the corporate community to be involved in the development and support of child care services. Sal Guidice, senior Vice President of American Can Company makes this point in a recent news article.

> "Child care is not a woman's problem it is an employee's problem. When the child is not properly cared for, you screw up the productivity of that employee—male or female—for the day. He or she is constantly fooling around on the phone trying to find out what happened. It will get to be a corporate problem."

In the Gallup Survey, 8% of the separated/divorced respondents identified the lack of adequate and affordable child care facilities as one of the items that has the most negative effect on the quality of their family life, and 20% rated the child care facilities in their area as being unfavorable or very unfavorable. When asked to identify three items which would be most helpful in enabling families to cope with the conflicting demands of work and family responsibilities, 28% selected child care facilities at the place of employment. Over 2/3 of those surveyed supported tax credits for businesses which provide on-site day care facilities for employees' children.

Support for business involvement in child care was overwhelmingly endorsed by the delegates to the White House conferences. Approximately 79% of the Conference delegates recommended support for a variety of child care choices, and delegates at two of the three Conferences approved tax incentives to businesses who sponsor or support child care services.

Striderite Children's Centers in Boston is an example of an on-site child care center that has been acclaimed by both employees and the sponsoring company. Established in 1971 with a $100,000 corporate contribution for start-up and maintenance over a four year period, the program was carefully developed to include parent participation, careful staffing, and out side sources of funding. A more recently established on-site child care program is now operating at Intermedics in Freeport, Texas. This program is a wholly owned, profit making subsidiary of Intermedics that operates at a loss and provides the company with a 100% tax deduction. The Intermedics program was developed in direct response to problems of employee tardiness and absenteeism; and in its first six months of operation, it resulted in a 9% reduction in turnover and a saving of approximately 3700 manhours in absenteeism.

Control Data in Minneapolis utilized a different approach for its employees. In 1971 it formed a consortium with several other Minneapolis based companies to provide the local match money to establish the Northside Child Development Center. This Center serves approximately 128 children and no longer receives direct financial support from the consortium. A University of Minnesota study of the Center documented a decrease in turnover and absenteeism as a result of enrollment in the day care program.

Several companies, including Polaroid Corporation in Cambridge, Mass., and the Ford Foundation in New York have a voucher system for employees to purchase their own child care. In a variation of the voucher system, the Allendale and Union Mutual Life Insurance Com-

panies have purchased slots at a local center for their employees.

In the 1980's, corporate involvement in child care is unlikely to follow a single model, but will rather reflect the unique interplay of needs of the company, its employees, and the community in which it is located. Needs and solutions will vary; what will not change, however, are the trends in the workforce which require the corporate sector to be an active participant in the provision—directly or indirectly—of child care services to the children of working parents.

5. Job Transfers and Relocation Policies

It used to be that an executive's willingness to re-locate was tied to both his loyalty and his desire to advance up the corporate ladder. Today, the expectations of the "new worker" often lead them to resist or even refuse re-location as an unnecessary and unwanted stress upon their personal or family life.

Delegates to the White House Conference rates job transfers and relocation as one of the major stresses business places upon the family unit. Their specific recommendations read that "employers should recognize the possible adverse effects of relocation on families so that they may provide support and options." Nearly one-fifth of the Gallup Survey respondents also said company personnel policies on job transfers should be changed, to reduce the conflict between job and family responsibilities.

Additionally, a number of independent surveys and research findings on the workplace have cited re-location as one of the major pressures companies impose on workers they are supposedly grooming for advancement. These pressures include the economic uncertainties and costs of selling a home, moving and buying an equivalent new home, and the social and emotional tensions of leaving old friends, familiar communties, and traditions.

The growth of the two-paycheck family further complicates the issue, especially when one partner does not wish to abandon their own career path or chances of advancement to follow their spouses' fortunes.

Job transfers also pose additional stress for members of minority groups, who still face discrimination in the community and the housing market. International re-location is especially trying for executives and their families who must learn not only new customs but a new language, and whose wages no longer command the same purchasing power abroad.

Many companies already deal with these questions, to one degree or another. Most companies reimburse their workers for costs involved in moving, and protect them against any loss that might be incurred by selling their old home and purchasing a new one. Cost of living allowances and mortgage interest differentials are also being invoked by some companies.

In the area of emotional support, a few companies have initated special counseling services. Northwestern Bell Telephone has an Employee Relocation Workshop that covers not only the worker, but other members of their family. Some companies have established internal "host" programs to assist newly transferred employees adjust to their new community. In Battle Creek, Michigan, headquarters for several companies, a local high school has even started a "host" program to welcome new students.

In what may be the most comprehensive program of its kind, Union Carbide has a Community Needs Assessment Process, which pinpoints specific community problem areas and then works to correct them, so transferred employees will look forward to moving there. A few companies are also experimenting with programs that expand language training to include the family members of workers being sent abroad. And in the case of dual-career couples, personnel specialists are discussing ways of ensuring that a transferred employee's spouse would not suffer any avoidable career setback. Other suggested policies have been to make workers aware of the possibility for re-location by involving them in setting their own "career path" systems. And finally, additional counseling for workers and their families before the transfer takes place, and providing support systems for newly-transferred families, can help eliminate the stresses upon families involved and realize the recommendations of the White House Conference delegates.

6. Employee Assistance Programs

There is one other major area where the recommendations of the delegates to the White House Conference and the interests of the business community overlap. That is the area of alcoholism and drug abuse.

Almost 93% of the Conference delegates approved recommendations for greater efforts to combat alcohol and drug abuse. After work-oriented personnel policies, substance abuse issues received the greatest number of votes from the delegates at the three conferences. The Gallup Survey also revealed that approximately 60% of its respondents considered alcohol and drug abuse as the most harmful force on family life.

Alcoholism and drug abuse hurts business too. Workers' drinking problems cost industry about 20 million dollars a year in absenteeism and medical care. Drug abuse is another million dollar problem—and is getting worse.

Industry's involvement in the treatment of specific employee health problems goes back to the 1940's when several companies including Con Edison and Dupont developed programs to identify and refer alcoholic workers. During the 1960's the National Council on Alcoholism became increasingly involved in initiating occupational alcoholism programs and from 1959 to 1975 the number of industry based programs increased from 50 to 700.

As the alcoholism programs grew and developed, many companies moved from programs that dealt solely with alcoholism to a broader approach whereby referrals were triggered by lowered job performance and services encompassed a wide range of family problems (emotional, legal, financial, occupational, etc.). In 1972, the National Institute of Alcohol Abuse and Alcoholism conducted a study of 300 companies with written policies on alcohol and found that the "broad brush" approach which extends assistance to all troubled employees is more successful than those programs limited solely to alcohol related problems. A 1977 study prepared for NIAAA estimates that 600 companies, primarily large employers, have employee assitance programs.

While economic benefit is not the sole reason that companies have started employee assistance programs, there is evidence that such services can result in cost benefits to employers. Kennicott Copper Corporation has estimated a 6-1 benefit-to-cost ratio per year for an "Insight" psychotherapy program. The Equitable Life Assurance Society reported a $5.52 return in increased productivity for every treatment dollar spent in their Emotional Health Program. A recent examination of 22 studies on the "Impact of Alcohol, Drug Abuse and Mental Health Treatment on Medical Care Utilization" found a reduction in medical care utilization in 21 of the studies.

Increased accidents, absenteeism, low productivity and work of inferior quality are a few of the consequences business suffers when workers or members of their families have untreated "personal" problems. In one area that can be measured—stress-related illness—hospitalization costs to business amount to 10 to 20 billion dollars a year. Employee assistance programs are a concrete way in which businesses can both help themselves and help the families of their employees.